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IAS 57/72
13 April 1972
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MEMORANDUM FOR: Assistant Deputy Director for Intelligence

SUBJECT : IG Survey of the Imagery Analysis Service

1. I am naturally quite pleased with the published results of the Inspector General's Survey of the Imagery Analysis Service. After five years of operation, it is very satisfying to all of us in this Service to have official affirmation that the direction and goals of IAS management are sound, that the quality of support to CIA is excellent, and that our departmental role is relevant and vital.

2. I consider it especially significant that the survey team both recognizes and supports the principle that imagery analysts, though exploiting single source materials, must in fact be substantive specialists using information from all sources if they are to provide high-quality analysis to the production offices. This principle is not always understood or conceded by the finished intelligence producers but is certainly fundamental to achieving maximum value from the materials we exploit.

3. The survey team's analysis of the current IA careerist ("The Career Service" pg. 41) was excellent. Some of the judgments drawn concerning future problems, however, are in my opinion overdrawn. Although promotions will be limited by the available grade points, there is ample headroom in IAS. Furthermore, there are few other activities in which an analyst can see more clearly the usefulness of his contributions.

4. I consider the lack of parity in grades with production offices the most significant problem facing the IA career analyst in the future. Analytical capabilities of the production office analyst and the imagery analyst are becoming more and more comparable. As the quality and quantity of the photography have increased, the tasks of the imagery analyst have also become more sophisticated. The disparity of grades is obvious to the IA careerist and is a major source of irritation and frustration. It fosters his desire to seek opportunities elsewhere. This desire is not essentially economically motivated. Nor is it the result of a flagging interest in photo exploitation. It is an attempt to overcome what he considers to be the status of a second-class citizen.

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The principle of near parity in grades was approved by the DDI and the Director of Personnel several years ago and a program was implemented for upgrading. Unfortunately the upgrading was interrupted and the program not fulfilled due to events beyond Agency control. I urge most earnestly that we work toward the objective of parity with whatever resources can be made available. This will strengthen the morale of the IA career professional and allow us to retain and improve on the analytical skills we have acquired.

5. The various judgments of the survey team which led to the recommendations were sound and factual for the most part. As pointed out, the recommendations deal mostly with "people problems." Problems of this kind are subject to widely differing solutions, depending on the philosophies and emotions of those seeking to deal with them. IAS management attempts to strike a balance between people and production. If we disturb this balance, we consider it proper to do so in favor of production. We were aware of each of the situations involved in the recommendations and were actively pursuing solutions to those we considered most important. Set forth below are our responses to each of the nine specific recommendations.

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